August 25, 2026

BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street, Fort
Mumbai - 400 001
Scrip Code: 544602

National Stock Exchange of India
Exchange Plaza, C-1, Block G,
Bandra-Kurla Complex, Bandra
(East), Mumbai – 400 051
Scrip Code: AGL

Dear Sir/Madam,

Sub: Notice of 3rd (Third) Annual General Meeting of Allcargo Global Limited (the "Company") for the FY 2025-26

Pursuant to Regulation 30 of the SEBI Listing Regulations, please find enclosed the Notice of the 3rd (Third) Annual General Meeting ("AGM") of the Members of Allcargo Global Limited ("the Company") to be held on Tuesday, September 22, 2026 at 3:00 p.m. (Indian Standard Time) through Video Conferencing ("VC") or Other Audio-Visual Means ("OAVM").

In accordance with Regulation 36(1)(b) of the Listing Regulations, the Company has dispatched a letter providing the weblink and QR code of the Notice of 3rd Annual General Meeting and the Annual Report for FY 2025-26 to those Shareholders whose email IDs are not registered with the Company/RTA/Depositories, and is also uploaded on the Company's website: https://www.allcargo.global/investor.

The details such as (i) manner of registering/updating - email addresses, (ii) casting vote through e-voting and (iii) attending the AGM through VC / OAVM are set out in the said Notice.

Kindly take the above information on record.

Thanking you,

Yours faithfully,
For **Allcargo Global Limited**

SWATI GOPAL SINGH
Digitally signed by SWATI GOPAL SINGH
Date: 2026.08.25 20:08:11 +05'30'

Swati Singh
Company Secretary and Compliance Officer
Membership No.: A20388

Notice

NOTICE is hereby given that the 3rd (Third) Annual General Meeting of the Members of **Allcargo Global Limited** (Formerly known as Allcargo Worldwide Limited, formerly known as Allcargo ECU Limited) will be held on **Tuesday, September 22, 2026 at 03:00 P.M. (IST)** through Video Conferencing ("VC") or Other Audio Visual Means ("OAVM"), to transact the following businesses. The venue of the meeting shall be deemed to be the registered office of the Company situated at 6th Floor, Allcargo House, CST Road, Kalina, Santacruz (East), Mumbai – 400098, Maharashtra, India.

ORDINARY BUSINESSES:

1. To receive, consider and adopt:

    a. the Audited Standalone Financial Statements of the Company for the Financial Year ended March 31, 2026, together with the Report of the Board of Directors' (along with all the annexures) and Auditor's Report thereon; and

    b. the Audited Consolidated Financial Statements of the Company for the Financial Year ended March 31, 2026, together with the Auditor's Report thereon.

2. To appoint a Director in place of Arathi Shetty (DIN: 00088374), who retires by rotation in terms of Section 152(6) of the Companies Act, 2013 and being eligible, has offered herself for re-appointment.

SPECIAL BUSINESSES:

3. **Approval for appointment of M/s. Aashish K. Bhatt & Associates, Practicing Company Secretaries, as the Secretarial Auditor of the Company for a term of five consecutive years**

    To consider and, if thought fit, to pass with or without modification(s), the following Resolution as an **Ordinary Resolution**:

    "RESOLVED THAT pursuant to the provisions of Sections 204 of the Companies Act, 2013 read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 and the Regulation 24A(1)(b) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (including any statutory modification(s) or re-enactment thereof for the time being in force) on the recommendations of the Audit Committee and approval of the Board of Directors of the Company, M/s. Aashish K. Bhatt & Associates, Practicing Company Secretaries (Membership no.: ACS 19639/C.P No.: 7023, Peer review certificate No.:2959/2023) be and are hereby appointed as the Secretarial Auditors of the Company, for a term of five (5) consecutive years, to hold office of the Secretarial Auditor for the Financial Year 2026-2027 up to the Financial Year 2030-2031, on such remuneration, as recommended by the Audit Committee and as may be mutually agreed between the Board of Directors and the Secretarial Auditors, from time to time.

    RESOLVED FURTHER THAT the Board of Directors be and are hereby severally authorized to do all such acts, deeds, matters and things as may be considered necessary, desirable or expedient to give effect to this Resolution."

4. **Approval for increase in Borrowing limits of the Company under Section 180(1)(c) of the Companies Act, 2013**

    To consider and, if thought fit, to pass with or without modification(s), the following resolution as a **Special Resolution**:

    "RESOLVED THAT in supersession to the earlier Special Resolution passed in this regards and pursuant to Section 180(1)(c) and all other applicable provisions of the Companies Act, 2013 and the Rules framed thereunder (including any statutory modification(s) or re-enactment(s) thereof for the time being in force), the approval of the Members be and is hereby accorded to the Board of Directors of the Company which term shall be deemed to include any Committee which the Board may have constituted or hereinafter constitute to exercise its powers including the power conferred by this Resolution to borrow such sum of money for and on behalf of the Company from time to time as requisite and proper for the purpose of business, in excess of the aggregate of the paid-up share capital, free reserves and securities premium of the Company, provided that the total amount borrowed and outstanding at any point of time, apart from temporary loans obtained/to be obtained from the Company's Bankers in the ordinary course of business, shall not exceed the sum of ₹ 500 crores (Rupees Five Hundred crores only).

RESOLVED FURTHER THAT the Board of Directors be and are hereby authorized to arrange or settle the terms and conditions on which all such monies are to be borrowed from time to time as to interest, repayment, security and execute such documents/ deeds/ writings/ papers/ agreements or otherwise howsoever as it may think fit and to do all other acts, deeds, matters and things as may be deemed necessary and incidental for giving effect to the above, including execution of all such documents, instruments and writings, as may be required."

5. **Approval for creation of mortgage/charge on the assets of the Company in respect of borrowings under Section 180(1)(a) of the Companies Act, 2013**

To consider and if thought fit, to pass with or without modification(s) the following Resolution as a **Special Resolution**:

"RESOLVED THAT in supersession to the earlier Special Resolution passed in this regards and pursuant to Section 180(1)(a) and all other applicable provisions of the Companies Act, 2013 (the "Act") and the Rules framed thereunder (including any statutory modification(s) or re-enactment(s) thereof for the time being in force), the approval of the Members be and is hereby accorded to the Board of Directors of the Company which term shall be deemed to include any Committee which the Board may have constituted or hereinafter constitute to exercise its powers including the power conferred by this Resolution to mortgage and/or charge, in such form and manner and with such ranking and at such time and on such terms as the Board may determine, all or any of the current, fixed, movable and/ or immovable properties of the Company, both present and future, and/or the whole or any part of the undertaking(s) of the Company in favour of the Lender(s), Agent(s) and Trustee(s), for securing the borrowings of the Company by way of loan(s) (in foreign currency and/ or rupee currency) and Securities (comprising fully/ partly Convertible Debentures and/or Non-Convertible Debentures and/or Bonds with or without detachable or non-detachable Warrants and/or Secured Premium Notes and/or floating rate notes/bonds or Foreign Currency Convertible Bonds, other debt instruments), issued/to be issued by the Company, from time to time, subject to the limits approved by the Members of the Company under Section 180(1)(c) of the Act, from time to time.

RESOLVED FURTHER THAT the Board of Directors be and are hereby authorized to finalise, settle and execute such documents/deeds/writings/ papers/agreements as may be required and to do all such acts, deeds, matters and things, as it may in its absolute discretion deem necessary, proper or desirable and to resolve any question, difficulty or doubt that may arise in relation thereto or otherwise considered by the Board to be in the best interest of the Company."

6. **Approval for increase in Authorized Share Capital of the Company**

To consider and if thought fit to pass with or without modification(s) the following resolution as an **Ordinary Resolution**:

"**RESOLVED THAT** pursuant to the provisions of Section 13, 61(1)(a), 64 and all other applicable provisions, if any, of the Companies Act, 2013 (including any statutory modification (s) or re-enactment thereof, for the time being in force) and the relevant rules framed there under and in accordance with the applicable provisions of the Articles of Association of the Company the consent of members of the Company be and is hereby accorded to increase the Authorized Share Capital of the Company from ₹ 200,00,00,000/- (Rupees Two Hundred Crore Only) divided into 100,00,00,000 (One Hundred Crore) equity shares of face value of ₹ 2/- each (Two Only) to ₹ 225,00,00,000 /- (Rupees Two Hundred Twenty-Five Crores Only) divided into 112,50,00,000 (One hundred twelve crore fifty lakh) equity shares of ₹ 2/- each (Two Only) by the creation of additional 12,50,00,000 (Twelve Crore Fifty Lakh) shares ranking pari passu in all respect with the existing Equity shares of the Company.

RESOLVED FURTHER THAT pursuant to the provisions of Section 13 and all other applicable provisions of the Companies Act, 2013 and the relevant rules framed thereunder, the Capital Clause (Clause

5) of the Memorandum of Association of the Company is substituted with the following Clause 5

"The Authorized Share Capital of the Company is ₹ 225,00,00,000 /- (Rupees Two Hundred Twenty-Five Crores Only) divided into 112,50,00,000 (One hundred twelve crore fifty lakh) Equity Shares of ₹ 2/- (Two only) each."

RESOLVED FURTHER THAT the Board of Directors be and are hereby severally authorized to do all such acts, deeds and things as may be required to give effect to the aforesaid resolution and make any application, filings, returns, disclosures, etc. with Registrar of Companies or any other statutory authority."

7. Approval of revision in the Remuneration of Adarsh Hegde (DIN:00035040) as Managing Director of the Company

To consider and, if thought fit, to pass with or without modification(s), the following resolution as a **Special Resolution**:

"RESOLVED THAT in partial modification of the Ordinary Resolution passed by the members of the Company via postal ballot dated February 05, 2026 approving the appointment of Adarsh Hegde (DIN: 00035040) as Managing Director of the Company for a period of 5 (five) years with effect from December 16, 2025 and the terms of Remuneration and in accordance with the Sections 196, 197 and 203 read with Schedule V and other applicable provisions, if any, of the Companies Act, 2013 (the "Act") and Rules framed thereunder and Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations 2015 (the "Listing Regulations") (including any statutory modification(s) or re-enactment(s) thereof, for the time being in force), the Articles of Association of the Company and based on the annual performance evaluation and recommendation by the Nomination & Remuneration Committee ("NRC") and the Board of Directors of the Company the approval of the Members be and is hereby accorded to revise the Basic Salary Scale of Adarsh Hegde with effect from April 01, 2026 as mentioned in the Explanatory Statement forming part of the Notice while other terms and conditions of the appointment remain unchanged , with a liberty to the Board of Directors to determine, alter, vary, or implement incremental revisions to the components of the remuneration within the overall limits approved herein.

RESOLVED FURTHER THAT pursuant to Regulation 17(6)(e) of the Listing Regulations, the approval of the Members be and is hereby accorded for the payment of

(i) annual remuneration to Mr. Hegde exceeding ₹ 5 crores or 2.5% of the net profits of the Company calculated as per the provisions of Section 198 of the Act, whichever is higher; and

(ii) the aggregate annual remuneration to all the Executive Directors of the Company including Mr. Hegde exceeds 5% of the net profits of the Company calculated as per the provisions of Section 198 of the Act.

RESOLVED FURTHER THAT the terms of remuneration as set out in the Explanatory Statement of this Notice shall be deemed to form part hereof and in the event of any inadequacy or absence of profits in any Financial Year or years, the aforementioned remuneration comprising salary, perquisites, benefits and variable pay (including commission payable, if any) approved herein be continued to be paid as minimum remuneration to Managing Director, subject to such other approvals as may be necessary.

RESOLVED FURTHER THAT the Board be and are hereby authorized to do all such acts, deeds, matters and things, as may be considered necessary, proper or expedient to give effect to this Resolution."

8. Approval of waiver for recovery of managerial remuneration paid to Mr. Adarsh Hegde, Managing Director

To consider and, if thought fit, to pass with or without modification(s), the following resolution as a **Special Resolution**:

"RESOLVED THAT upon recommendation of the Nomination and Remuneration Committee and the Board of Directors of the Company, pursuant to the provisions of Section 197 of the Companies Act, 2013 (the "Act") read with Schedule V to the Act, and other applicable provisions, if any, of the Act and the Rules framed thereunder {including any statutory amendment(s), modification(s) or re-enactment(s) thereof} and pursuant to the Articles of Association of the Company, approval of the Members be and is hereby accorded for the waiver of recovery of managerial remuneration aggregating to ₹75 Lakhs paid to Adarsh Hegde (DIN: 00035040), Managing Director of the Company, for the financial year 2025-26, due to inadequacy of profits during the said financial year.

RESOLVED FURTHER THAT the Board of Directors be and are hereby authorized to do all such acts, deeds, matters, and things as may be considered necessary or desirable to give effect to this resolution in this regard."

By Order of the Board of Directors
For **Allcargo Global Limited**

Sd/-
Swati Singh
Company Secretary & Compliance Officer
Membership No.: A20388

Place: Mumbai
Date: May 30, 2026

Registered Office:
6th Floor, Allcargo House, CST Road, Kalina,
Vidyanagari, Mumbai, Maharashtra, India, 400098
Email Id: Agl.secretarial@allcargo.global
Website: www.allcargo.global
Phone No: 022-66798110
CIN: U52220MH2023PLC408966

NOTES:

1. Pursuant to the Circulars issued by Ministry of Corporate Affairs ("MCA") from time to time (the latest Circular No. 3/2025 dated September 22, 2025) (In continuation with the Circulars issued earlier in this regard) ("MCA Circulars") has allowed conducting Annual General Meeting (AGM) through Video Conferencing (VC) or Other Audio-Visual Means (OAVM) without the physical presence of Members. In compliance with the applicable provisions of the Act and MCA Circulars the 3rd Annual General Meeting ("AGM") of the Company is being held through Video Conferencing ("VC") / Other Audio Visual Means ("OAVM"). Hence, Members can attend and participate in the AGM through VC/OAVM only. Since this AGM is being held through VC/OAVM the physical attendance of members is dispensed with and no proxies would be accepted by the Company. No proxy form has been sent along with this Notice. No attendance slip/route map has been sent along with this Notice as the meeting is held through VC/ OAVM. The registered office of the Company shall be deemed to be the venue of the AGM.

2. The Company has appointed Dhrumil Shah (Membership No. FCS 8021 and CP No 8978) of Dhrumil M. Shah & Co. LLP, Practicing Company Secretaries, Mumbai, to act as the Scrutinizer for conducting the remote e-Voting and e-Voting during the AGM in a fair and transparent manner.

3. The Explanatory Statement pursuant to Section 102(1) of the Companies Act, 2013 ("the Act") with respect to Item No. 3 to 8 of the Notice forms part of this Notice. The relevant details as set out under Item No. 2 and Item No. 7 of the Notice pursuant to Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations") and Secretarial Standard - 2 on General Meetings issued by the Institute of Company Secretaries of India ("ICSI") in respect of the Directors seeking appointment / re-appointment / re-designation at this AGM, are also part of this Notice as Annexure-A.

4. The Company has engaged the services of National Depository Services Limited ("NSDL"), as the authorized agency for conducting the AGM and providing remote e-Voting and e-Voting facility during the AGM. The instructions for participation are given in the subsequent notes.

5. The Notice of AGM and the Annual Report will be sent to those Members/ beneficial owners whose name appears in the Register of Members/ list of beneficiaries received from the Depositories as on Friday, August 21, 2026.

   In compliance with the Circulars, the Notice of the AGM indicating the process and manner of electronic voting along with the Annual Report of the Company for the Financial Year ended March 31, 2026, is being sent to the Members only through electronic mode whose e-mail addresses are registered with the Company/Depositories.

   To support the 'Green Initiative' and obtaining Annual Report of the Company, Members are requested to register their e-mail addresses by sending an e-mail on rnt.helpdesk@in.mpms.mufg.com by giving details like name, folio number, permanent account number and contact number. Members holding shares in demat form are requested to register their e-mail addresses with their DPs only.

   In compliance with the Circulars, the Company will publish a public notice by way of advertisements in Financial Express (English) and Lakshadweep (Marathi), inter alia, advising the Members whose e-mail address are not registered/updated with the Company or the Depository Participant(s) ("DPs"), as the case may be, to register/update their e-mail address with the Company or DP at the earliest.

   The copy of Notice and Annual Report of the Company for FY2025-26 is also available on the Company's website https://www.allcargo.global/investor/agm-egm-notice . The Notice of AGM is also available on the website of National Securities Depository Limited ("NSDL") at www.evoting.nsdl.com . The physical copy of the Annual Report will be sent to the members based on the specific request received at Investorrelations@allcargo.global.

6. The attendance of the Members attending the AGM through VC/OAVM will be counted for reckoning the quorum under Section 103 of the Act.

7. The Members can join the AGM in the VC/OAVM mode 15 minutes before and after the scheduled time of the commencement of the Meeting by following the procedure mentioned in the Notice. The facility of participation at the AGM through VC/OAVM will be made available for 1000 members on first come first served basis. This will not include large Shareholders (Shareholders holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, Auditors etc. who are allowed to attend the AGM without restriction on account of first come first served basis.

8. Institutional Members/ Corporate Members (i.e. other than individuals, HUF, NRI etc.) are encouraged to attend the AGM through VC/OAVM mode and vote electronically. Pursuant to the provisions of the Act, Institutional Members/ Corporate Members intending to allow their authorized representative(s) to attend and vote at the AGM are requested to submit a certified true copy of the Board Resolution/letter of appointment authorizing their representative(s) together with the specimen signature(s) of those authorized representative(s) to the Company at Investorrelations@allcargo.global and Scrutinizer at dhrumil@dmshah.in with a copy marked to evoting@nsdl.com.

9. The Register of Directors and Key Managerial Personnel and their shareholding, and the Register of Contracts or Arrangements in which Directors are interested maintained under the Companies Act, 2013 will be available for inspection by the Members electronically during the 3rd AGM. Members seeking to inspect such documents can send an email to Investorrelations@allcargo.global.

10. Relevant documents referred to in the Notice and the Explanatory Statement are open for inspection at the Registered Office of the Company during business hours i.e. [11.00 a.m. (IST) to 02:00 p.m. (IST)] on all working days, except Saturday, Sunday and public holidays upto the date of the AGM. The aforesaid documents will also be available for inspection by Members during the AGM.

11. Members are requested to intimate changes, if any, pertaining to their name, postal address, e-mail address, telephone/mobile numbers, Permanent Account Number (PAN), mandates, nominations, power of attorney, bank details such as, name of the bank and branch details, bank account number, MICR code, IFSC code, etc.:

    a. For shares held in electronic form: to their Depository Participants (DPs)

    b. For shares held in physical form: to the Company/Registrar and Transfer Agent in prescribed Form ISR-1 along with relevant proofs and other forms pursuant to SEBI Circular No. SEBI/HO/MIRSD/POD-1/P/CIR/2023/70 dated March 17, 2023.

    Members are further requested to note that non-availability of correct bank account details such as MICR ("Magnetic Ink Character Recognition"), IFSC ("Indian Financial System Code") etc., which are required for making electronic payment will lead to rejection/failure of electronic payment instructions by the bank in which case, the Company or RTA will use physical payment instruments for making payment(s) to the Members with available bank account details of the Members.

    Non-Resident Indian Members are requested to inform RTA of the Company any change in their residential status on return to India for permanent settlement, particulars of their Company account maintained in India with complete name, branch account type, account number and address of Company with pin code number, if not furnished earlier. Members may contact their respective Depository Participants for availing this facility.

12. As on the cut-off date for e-voting, all the equity shares of the Company are held in dematerialised form. Accordingly, the provisions relating to holding of securities in physical form and the requirement for conversion of physical securities into dematerialised form are not applicable to the Company. However, for the information and convenience of the Members, the Company has provided the relevant details in this Notice.

    Members may please note that SEBI vide its Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/8 dated January 25, 2022 has mandated the listed companies to issue securities in dematerialized form only, while processing Investor service requests, viz. issue of duplicate securities certificate; renewal/ exchange of securities certificate; endorsement; sub-division/ splitting of securities certificate; consolidation of securities certificates/folios; transmission and transposition. Further SEBI vide its Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/ CIR/2022/65 dated May 18, 2022 has simplified the procedure and standardized the format of documents for transmission of securities.

Accordingly, Members are requested to make service requests by submitting a duly filled and signed Form ISR – 4, the format of which is available on the Company's website at https://www.allcargo.global/investor and on the website of the Company's RTA at https://web.linkintime.co.in/KYC-downloads.html. It may be noted that any service request can be processed only after the folio is KYC Compliant.

13. SEBI has mandated that securities of listed companies can be transferred only in dematerialized form. In view of the above and to avail various benefits of dematerialization, Members are advised to dematerialize shares held by them in physical form, for ease in portfolio management.

    SEBI introduced a special, time-bound window from July 7, 2025, to January 6, 2026, for the re-lodgment of physical share transfer requests that were previously rejected or returned before April 1, 2019. This initiative allowed Members to transfer and dematerialize shares that faced procedural or documentation issues, aiming to resolve long-standing legacy, non-disputed ownership cases. In order to further facilitate the investors to get rightful access to their securities, SEBI has opened another special window for transfer and dematerialization of physical securities which were sold / purchased before April 1, 2019. This special window is open for a period of 1 (one) year from February 5, 2026 to February 4, 2027 and is available for such transfer requests which were previously submitted and were rejected or returned before April 1, 2019 due to deficiency of documents, process or otherwise. The Members who are eligible for this are requested to take advantage of this special window and have the shares transferred in their name(s).

14. SEBI, vide its circular dated November 3, 2021 (subsequently amended by circulars dated December 14, 2021, March 16, 2023 and November 17, 2023) mandated that the security holders (holding securities in physical form), whose folio(s) do not have PAN or Contact Details or Mobile Number or Bank Account Details or Specimen Signature updated, shall be eligible for any dividend payment in respect of such folios, only through electronic mode with effect from April 1, 2024, only upon furnishing the PAN, contact details including mobile number, bank account details and specimen signature.

15. Members are requested to submit PAN, or intimate all changes pertaining to their bank details, mandates, nominations, power of attorney, change of address, change of name, e-mail address, contact numbers, specimen signature (as applicable) etc., to their DPs in case of holding in dematerialized form or to Company's RTA through Form ISR-1, Form ISR-2 and Form ISR-3 (as applicable) available at Shareholder's Corner – Allcargo Global Limited in case of holdings in physical form.

16. As per the provisions of the Act and applicable SEBI Circular, Members holding shares in physical form may file nomination in the prescribed Form SH-13 with RTA or make changes to their nomination details through Form SH-14 and Form ISR-3. In respect of shares held in dematerialized form, the nomination form may be filed with the respective DPs. For relevant forms, please visit the Company's website at Shareholder Corner - Allcargo Global Limited.

    Further members holding physical shares are informed that they can opt out of nomination or cancel the existing nomination by filing following form with RTA:

a)	Form ISR – 3	For opting out of nomination by shareholder(s)
b)	Form SH -14	For cancellation or variation to the existing nomination of the shareholder(s)

    Members who hold shares in dematerialized form are requested to direct any change of address/ bank mandate to their respective Depository Participant. Members are encouraged to utilize the Electronic Clearing System (ECS) for receiving dividend.

17. Voting through electronic means:

Pursuant to the provisions of Section 108 of the Act read with Rule 20 of the Companies (Management and Administration) Rules, 2014, as amended and Regulation 44 of the Listing Regulations and the MCA Circulars, the Company is providing facility of remote e-voting and e-voting during the AGM to its Members in respect of the business to be transacted at the AGM. For this purpose, the Company has entered into an agreement with NSDL for facilitating voting through electronic means, as the authorized agency. The facility of casting votes by a member using remote e-voting system as well as e-voting during AGM will be provided by NSDL.

I. The voting rights of Members shall be in proportion to their shares of the paid-up equity share capital of the Company as on the cut-off date i.e. Tuesday, September 15, 2026. A person whose name is recorded in the Register of Members or in the Register of Beneficial Owner maintained by the Depositories as on the cut-off date shall only be entitled to avail facility of remote e-voting or e-voting during AGM. A person who is not a member as on the cut-off date should treat this Notice for information purposes only. In case of joint holders, the Member whose name appears as the first holder in the order of names as per the Register of Members/ Beneficial owner of the Company as on the cut-off date will be entitled to vote during the AGM.

II. The Members who have exercised their votes through remote e-voting prior to the AGM may also participate in the AGM but they shall not be entitled to vote again.

III. Any person who acquires shares of the Company and becomes a Member of the Company after dispatch of the Notice and holding shares as on the cut-off date may obtain their login ID and password by sending a request at evoting@nsdl.com.

IV. SEBI vide Circular Nos. SEBI/HO/OIAE/OIAE_IAD-1/P/CIR/2023/131 dated July 31, 2023, and SEBI/HO/OIAE/OIAE_IAD-1/P/CIR/2023/135 dated August 4, 2023, read with Master Circular No. SEBI/HO/OIAE/OIAE_IAD-1/P/CIR/2023/145 dated July 31, 2023 (updated as on August 11, 2023), has established a common Online Dispute Resolution Portal ("ODR Portal") for resolution of disputes arising in the Indian Securities Market.

Pursuant to above-mentioned circulars, post exhausting the option to resolve their grievances with the Company's Registrar and Transfer Agent (RTA) / Company directly and through existing SCORES platform, the investors can initiate dispute resolution through the ODR Portal (https://smartodr.in/login).

a) E-Voting facility:

The remote e-Voting period will begin on Saturday, September 19, 2026 at 9:00 a.m. and will end on Monday, September 21, 2026 at 5:00 p.m. During this period, Members of the Company holding shares either in physical form or dematerialized form as on cut-off date, i.e., Tuesday, September 15, 2026 may exercise their vote electronically. The e-Voting module shall be disabled by NSDL for voting thereafter.

A. Instructions for E-voting are as follows:

The way to vote electronically on NSDL e-Voting system consists of "Two Steps" which are mentioned below:

Step 1: Access to NSDL e-Voting system

A) Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode

In terms of SEBI circular no. SEBI/HO/CFD/CMD/CIR/P/ 2020/242 dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts in order to access e-Voting facility.

Login method for Individual shareholders holding securities in demat mode is given below:

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with NSDL.	1. For OTP based login you can click on https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp. You will have to enter your 8-digit DP ID,8-digit Client Id, PAN No., verification code and generate OTP. Enter the OTP received on registered email/mobile number and click on login. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting web page of NSDL for casting your vote during the remote e-Voting period. 2. Existing IDeAS user can visit the e-Services website of NSDL Viz. https://eservices.nsdl.com either on a Personal Computer or on a mobile. On the e-Services home page click on the **"Beneficial Owner"** icon under "Login" which is available under 'IDeAS' section, this will prompt you to enter your existing User ID and Password. After successful authentication, you will be able to see e-voting services under Value added services. Click on **"Access to e-voting"** under e-voting services and you will be able to see e-voting page. Click on company name or **e-voting service provider i.e. NSDL** and you will be re-directed to e-voting website of NSDL for casting your vote during the remote e-voting period or joining virtual meeting & voting during the meeting. 3. If you are not registered for IDeAS e-Services, option to register is available at https://eservices.nsdl.com. Select **"Register Online for IDeAS Portal"** or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp. 4. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen-digit demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or **e-Voting service provider i.e. NSDL** and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 5. Shareholders/Members can also download NSDL Mobile App "**NSDL Speede**" facility by scanning the QR code mentioned below for seamless voting experience. **NSDL Mobile App is available on** App Store Google Play

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with CDSL	1. Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login Easi /Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon & New System Myeasi Tab and then user your existing my easi username & password. 2. After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. Additionally, there is also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly. 3. If the user is not registered for Easi/Easiest, option to register is available at CDSL website www.cdslindia.com and click on login & New System Myeasi Tab and then click on registration option. 4. Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress and also able to directly access the system of all e-Voting Service Providers.
Individual Shareholders (holding securities in demat mode) login through their depository participants	You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-voting facility. Upon logging in, you will be able to see e-voting options. Click on e-voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-voting feature. Click on company name or e-voting service provider i.e. NSDL and you will be redirected to e-voting website of NSDL for casting your vote during the remote e-voting period or joining virtual meeting & voting during the meeting.

Important note: Members who are unable to retrieve User ID / Password are advised to use Forgot User ID and Forgot Password option available at respective websites.

Helpdesk for Individual Shareholders holding securities in demat mode for any technical issues related to login through Depository i.e. NSDL and CDSL.

Login type	Helpdesk details
Individual Shareholders holding securities in demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.com or call at 022 - 4886 7000
Individual Shareholders holding securities in demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free no. 1800-21-09911

B) Login Method for e-Voting and joining virtual meeting for shareholders other than Individual shareholders holding securities in demat mode and shareholders holding securities in physical mode.

How to Log-in to NSDL e-Voting website?

1. Visit the e-voting website of NSDL. Open web browser and type the following URL: www.evoting.nsdl.com either on a personal computer or on a mobile.
2. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section.
3. A new screen will open. You will have to enter your User ID, your Password/OTP and a Verification Code as shown on the screen.

   Alternatively, if you are registered for NSDL eservices i.e. IDEAS, you can log-in at https://eservices.nsdl.com/ with your existing IDEAS login. Once you log-in to NSDL eservices after using your log-in credentials, click on e-Voting and you can proceed to Step 2 i.e. Cast your vote electronically.
4. Your User ID details are given below:

Manner of holding shares i.e. Demat (NSDL or CDSL) or Physical	Your User ID is:
a) For Members who hold shares in demat account with NSDL.	8 Character DP ID followed by 8 Digit Client ID For example if your DP ID is IN300*** and Client ID is 12****** then your user ID is IN300***12******.
b) For Members who hold shares in demat account with CDSL.	16 Digit Beneficiary ID For example if your Beneficiary ID is 12************** then your user ID is 12**************
c) For Members holding shares in Physical Form.	EVEN Number followed by Folio Number registered with the company For example if folio number is 001*** and EVEN is 101456 then user ID is 101456001***

1. Password details for shareholders other than Individual shareholders are given below:
   a) If you are already registered for e-Voting, then you can use your existing password to login and cast your vote.
   b) If you are using NSDL e-Voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.
   c) How to retrieve your 'initial password'?
      (i) If your email ID is registered in your demat account or with the company, your 'initial password' is communicated to you on your email ID. Trace the email sent to you from NSDL from your mailbox. Open the email and open the attachment i.e. a .pdf file. Open the .pdf file. The password to open the .pdf file is your 8 digit client ID for NSDL account, last 8 digits of client ID for CDSL account or folio number for shares held in physical form. The .pdf file contains your 'User ID' and your 'initial password'.
      (ii) If your email ID is not registered, please follow steps mentioned below in **process for those shareholders whose email ids are not registered**.
2. If you are unable to retrieve or have not received the "Initial password" or have forgotten your password:
   a) Click on **"Forgot User Details / Password?"** (If you are holding shares in your demat account with NSDL or CDSL) option available on www.evoting.nsdl.com.

b) "Physical User Reset Password?" (If you are holding shares in physical mode) option available on www.evoting.nsdl.com.

c) If you are still unable to get the password by aforesaid two options, you can send a request at evoting@nsdl.com mentioning your demat account number/folio number, your PAN, your name and your registered address etc.

d) Members can also use the OTP (One Time Password) based login for casting the votes on the e-Voting system of NSDL.

3. After entering your password, tick on Agree to "Terms and Conditions" by selecting on the check box.

4. Now, you will have to click on "Login" button.

5. After you click on the "Login" button, Home page of e-Voting will open.

Step 2: Cast your vote electronically and join General Meeting on NSDL e-Voting system.

How to cast your vote electronically and join General Meeting on NSDL e-Voting system?

1. After successful login at Step 1, you will be able to see all the companies "EVEN" in which you are holding shares and whose voting cycle and General Meeting is in active status.
2. Select "EVEN" of company for which you wish to cast your vote during the remote e-Voting period and casting your vote during the General Meeting. For joining virtual meeting, you need to click on "VC/OAVM" link placed under "Join Meeting".
3. Now you are ready for e-Voting as the Voting page opens.
4. Cast your vote by selecting appropriate options i.e. assent or dissent, verify/modify the number of shares for which you wish to cast your vote and click on "Submit" and also "Confirm" when prompted.
5. Upon confirmation, the message "Vote cast successfully" will be displayed.
6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.
7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

General Guidelines for shareholders

1. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) are required to send scanned copy (PDF/JPG Format) of the relevant Board Resolution/ Authority letter etc. with attested specimen signature of the duly authorized signatory(ies) who are authorized to vote, to the Scrutinizer by e-mail to dhrumil@dmshah.in with a copy marked to evoting@nsdl.com. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) can also upload their Board Resolution / Power of Attorney / Authority Letter etc. by clicking on "Upload Board Resolution / Authority Letter" displayed under "e-Voting" tab in their login.
2. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-voting website will be disabled upon five unsuccessful attempts. In such an event, you will need to go through the "Forgot User Details/ Password?" or "Physical User Reset Password?" option available on https://www.evoting.nsdl.com to reset the password.
3. In case of any queries relating to e-voting you may refer to the FAQs for Shareholders and e-voting user manual for Shareholders available at the download section of https://www.evoting.nsdl.com or call on 022 4886 7000 or send a request at evoting@nsdl.com.

Process for those shareholders whose email ids are not registered with the Depositories for procuring user id and password and registration of e-mail ids for e-voting for the resolutions set out in this notice:

1. In case shares are held in physical mode please provide Folio No., Name of shareholder, scanned copy of the share certificate (front and back), PAN (self-attested scanned copy of PAN card), AADHAR (self-attested scanned copy of Aadhar Card) by email to Investorrelations@allcargo.global.
2. In case shares are held in demat mode, please provide DPID-CLID (16 digit DPID + CLID or 16 digit beneficiary ID), Name, client master or copy of Consolidated Account statement, PAN (self-attested scanned copy of PAN card), AADHAR (self-attested scanned copy of Aadhar Card) to Investorrelations@allcargo.global. If you are an individual shareholder holding securities in demat mode, you are requested to refer to the login method explained at point I above i.e. Login method for e-voting and joining virtual meeting for Individual shareholders holding securities in demat mode.
3. Alternatively, shareholder/ members may send a request to evoting@nsdl.com for procuring user id and password for e-voting by providing above mentioned documents.
4. In terms of SEBI circular dated December 9, 2020 on e-voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are required to update their mobile number and email ID correctly in their demat account in order to access e-Voting facility.

THE INSTRUCTIONS FOR MEMBERS FOR e-VOTING ON THE DAY OF THE AGM ARE AS UNDER:-

a. The procedure for e-voting on the day of the AGM is same as the instructions mentioned above for remote e-voting.

b. Only those Members/ shareholders, who will be present in the AGM through VC/OAVM facility and have not casted their vote on the resolutions through remote e-voting and are otherwise not barred from doing so, shall be eligible to vote through e-voting system in the AGM.

c. Members who have voted through Remote e-voting will be eligible to attend the AGM. However, they will not be eligible to vote at the AGM.

d. The details of the person who may be contacted for any grievances connected with the facility for e-Voting on the day of the AGM shall be the same person mentioned for Remote e-voting.

INSTRUCTIONS FOR MEMBERS FOR ATTENDING THE AGM THROUGH VC/OAVM ARE AS UNDER:

1. Member will be provided with a facility to attend the AGM through VC / OAVM through the NSDL e-Voting system. Members may access by following the steps mentioned above for Access to NSDL e-Voting system. After successful login, you can see link of 'VC / OAVM' placed under 'Join meeting' menu against company name. You are requested to click on VC / OAVM link placed under Join Meeting menu. The link for VC / OAVM will be available in Member login where the EVEN of Company will be displayed. Please note that the Members who do not have the User ID and Password for e-Voting or have forgotten the User ID and Password may retrieve the same by following the remote e-Voting instructions mentioned in the notice to avoid last minute rush.
2. Members are encouraged to join the Meeting through laptop for better experience.
3. Further, Members will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.
4. Please note that participants connecting from Mobile Devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/ Video loss due to fluctuation in their respective network. It is therefore recommended to use stable Wi-Fi or LAN connection to mitigate any kind of aforesaid glitches.
5. Shareholders who would like to express their views/ have questions may send their questions in advance mentioning their name demat account number/ folio number, email id, mobile number

at Investorrelations@allcargo.global on or before 03.00 P.M. on Saturday, September 19, 2026. Those Members who have registered themselves as a speaker shareholder will only be allowed to express their views/ask questions during the AGM. The Company reserves the right to restrict the number of speaker shareholders depending on the availability of time for the AGM, therefore each speaker will be given three minutes or maximum of 3 questions and we request each speaker to utilize this time limit to ensure effectiveness of the meeting and to provide equal opportunity to other speaker holders.

6. Members who would like to express their views/ have questions during the AGM may register themselves as a speaker shareholder by sending a request along with their questions in advance mentioning their name, demat account number/ folio number, email id and mobile number at Investorrelations@allcargo.global.

7. Speaker shareholders will join through the separate link as attendee. The shareholders will be on mute by default and can see the AGM proceedings. Speaker shareholders need to allow their audio and video to be kept open. Once moderator announce and allow shareholders to speak, then only such shareholders will speak.

8. When a pre-registered speaker is invited to speak at the meeting but he / she does not respond, the next speaker will be invited to speak. Accordingly, all speakers are requested to get connected to a device with a video/ camera along with good & stable internet speed.

9. The Chairman at the AGM, shall at the end of the discussion on the Resolutions, on which voting is to be held, allow voting with the assistance of the Scrutinizer, by use of electronic ballot voting system for all the Members who are present at the AGM but have not exercised their votes by availing the remote e-Voting facility.

10. The Scrutinizer shall, immediately after the conclusion of voting at the AGM, count the votes cast at the AGM, thereafter unblock the votes cast through remote e-Voting and e-voting at the AGM in the presence of at least two witnesses not in the employment of the Company and not later than 2 working days from the conclusion of the AGM, submit a consolidated Scrutinizer's Report to the Chairman or any person duly authorized by him in writing who shall countersign the same and declare the results forthwith.

11. Subject to the receipt of requisite number of votes, the Resolutions shall be deemed to be passed on date of the AGM i.e. Tuesday, September 22, 2026.

12. The results declared along with the consolidated Scrutinizer's Report shall be displayed on the Company's website https://www.allcargo.global/investor and on the website of NSDL https://www.evoting.nsdl.com immediately after the result is declared. The Company shall simultaneously intimate the result to the Stock Exchanges where the shares of the Company are listed i.e. BSE Limited and National Stock Exchange of India Limited respectively.

EXPLANATORY STATEMENT PURSUANT TO SECTION 102 OF THE COMPANIES ACT, 2013 AND SECRETARIAL STANDARD-2 ON GENERAL MEETINGS

Pursuant to Section 102 of the Companies Act, 2013 ("the Act") and Secretarial Standard-2 on General Meetings ("SS-2"), the following Statement sets out all material facts relating to the businesses mentioned under Item No. 3 to 8 of the accompanying Notice dated May 30, 2026 and forms part of the Notice.

Item No. 3

In accordance with Section 204 of the Companies Act 2013, read with the rules framed thereunder, and Regulation 24A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), every listed entity is required to undertake Secretarial Audit by a Peer Reviewed Secretarial Auditor who shall be appointed by the Members of the Company, on the recommendation of the Board of Directors, for a period of five consecutive years.

The aforementioned regulation read with SEBI Circular No. SEBI/HO/CFD/CFD-PoD-2/CIR/P/2024/185 dated December 31, 2024, apart from listing down the eligibility criteria for appointment of the secretarial auditor, stipulates appointment/ re-appointment of an individual as a secretarial auditor cannot be for more than one term of 5 (five) consecutive years and in case the secretarial auditor is a secretarial audit firm, it cannot be for more than two terms of 5 (five) consecutive years and such an appointment/ reappointment is required to be approved by the members of the company at its annual general meeting, basis recommendation of the Board of directors ("Board").

Based on the recommendation of the Audit Committee, the Board, at its Meeting held on May 30, 2026, subject to the approval of the Members of the Company, approved appointment of M/s Aashish K. Bhatt & Associates, Company Secretaries (Membership no.: ACS 19639/C.P No.: 7023, Peer review certificate No.:2959/2023) as the Secretarial Auditors of the Company, for a term of five (5) consecutive years, to hold office of the Secretarial Auditor from the Financial Year 2026-2027 upto Financial Year 2030-2031 on such terms and conditions as agreed between the parties.

M/s. Aashish K. Bhatt & Associates is a firm of Practicing Company Secretaries founded in the year 2006 by Aashish Bhatt for rendering Company Secretary related services. Over the years the firm has grown manifold and has become multidisciplinary firm rendering services pertaining to SEBI matters, FDI & Foreign Exchange Laws, Statutory Compliance Audit, Liaison for Govt. Approvals, setting-up of New Business etc.

M/s. Aashish K. Bhatt & Associates had consented to their appointment as the Secretarial Auditors of the Company and have confirmed that they fulfill the criteria as specified in Clause (a) of regulation 24A (1A) of the SEBI Listing Regulations and have not incurred any of disqualifications as specified by the Securities and Exchange Board of India.

The proposed remuneration to be paid to M/s Aashish K. Bhatt & Associates, for the financial year 2026-27 is ₹ 2,25,000/- (Rupees Two Lakh Twenty-Five Thousand only) plus out of pocket expenses and applicable taxes. For the subsequent years, the Board of Directors will decide the remuneration based on recommendations of Audit Committee. There is no material change in the fees payable to M/s Aashish K. Bhatt & Associates.

The following criteria inter alia were considered for evaluation of Practicing Company Secretary firms capable of conducting audit of Allcargo Global Limited:

a. background of the firm, their experience and past associations in handling secretarial audit of large listed companies;

b. competence of the leadership and the audit team in conducting secretarial audit of the Company in the past as well as of other large listed companies; and

c. ability of the firm to understand the business of the Company and identify compliance of major laws and regulations applicable to the Company.

The Management evaluated the background, expertise and past performance of M/s. Aashish K. Bhatt & Associates as the Secretarial Auditors of the Company.

The Board recommends the Ordinary Resolution at Item No.3 of the accompanying Notice for approval by the members.

None of the Directors or Key Managerial Personnel of the Company and their relatives are, in any way, concerned or interested, financially or otherwise, in the Resolution set out at Item No.3 of the accompanying Notice.

Item No. 4

As per the provisions of Section 180(1)(c) of the Companies Act, 2013, the Board of Directors of the Company cannot, except with the permission of the Members in General Meeting by passing a Special Resolution, borrow monies in excess of the aggregate of the paid-up share capital, free reserves and securities premium of the Company.

Taking into consideration the proposed business expansion, strategic initiatives, and capital expenditure plans of the Company, it is envisaged that the Company will require additional financial resources in the near future. For this purpose, the company may, from time to time, raise finance from various Banks and/or Financial Institutions and/ or any other lending institutions and/or Bodies Corporate and/or such other persons/ individuals as may be considered fit, which, together with the moneys already borrowed by the

Company (apart from temporary loans obtained from the Company's bankers in ordinary course of business) may exceed the aggregate of the paid-up capital, free reserves and securities premium of the Company.

In view of the aforesaid, the Board of Directors of the Company at its meeting held on May 25, 2026, subject to approval of Members of the Company, accorded its approval to borrow moneys in excess of the aggregate of the paid-up share capital, securities premium and free reserves of the Company, provided that the total money to be borrowed, together with the money already borrowed by the company and outstanding at any point of time, apart from temporary loans obtained/ to be obtained from the Company's Bankers in the ordinary course of business, shall not be in excess of ₹ 500 crores (Rupees Five Hundred crores only) over and above the aggregate of the paid-up share capital, securities premium and free reserves of the Company.

In view of the aforesaid, it is proposed to take approval under Section 180(1)(c) of the Companies Act, 2013, by way of special resolution, up to a limit of ₹ 500 crores (Rupees Five Hundred crores only) over and above the aggregate of the paid-up share capital, securities premium and free reserves of the Company.

The Board recommends the Special Resolution at Item No.4 of the accompanying Notice for approval by the members.

None of the Directors or Key Managerial Personnel of the Company and their relatives are, in any way, concerned or interested, financially or otherwise, in the Resolution set out at Item No.4 of the accompanying Notice.

Item No. 5

In supersession of the existing authority in this regard and pursuant to the provisions of Section 180(1)(a) of the Companies Act, 2013 authorizing the Board of Directors of the Company to mortgage and/or charge, on all or any of the movable and/or immovable properties of the Company, both present and future, and/or the whole or any part of the undertaking(s) of the Company in favour of the Lender(s), Agent(s) and Trustee(s) etc., for securing the borrowings of the Company by way of loan(s) (in foreign currency and/ or rupee currency) and Securities, issued/to be issued by the Company, from time to time, subject to the limits approved under Section 180(1)(c) of the Act.

As the borrowing limit of Section 180 (1)(c) is sought to be enhanced, it is proposed to seek a fresh consent of the members in terms of Section 180(1)(a) of the Companies Act, 2013 to hypothecate/mortgage/ pledge and/or create charge on all or any immovable and movable properties of the Company both present and future or the whole or substantially the whole of the undertaking(s) of the Company as and when necessary to secure the borrowings from time to time, within the overall ceiling approved by the Members of the Company, in terms of Section 180(1) (c) of the Companies Act, 2013

The Board recommends the Special Resolution at Item No.5 of the accompanying Notice for approval by the members.

None of the Directors or Key Managerial Personnel of the Company and their relatives are, in any way, concerned or interested, financially or otherwise, in the Resolution set out at Item No. 5 of the accompanying Notice.

Item No. 6

Presently, the authorized share capital of the Company is ₹ 200,00,00,000/- (Rupees Two Hundred Crore Only) divided into 100,00,00,000 (One Hundred Crore) equity shares of face value of ₹ 2/- each (Two Only).

Considering the Company’s future business plans and the potential requirement for raising additional capital by way of equity infusion, it is proposed to increase the authorized share capital of the Company to provide adequate headroom for issuance of shares as and when required. As the current authorized share capital of the Company is not sufficient for the size and nature of the issuance contemplated, the Board of Directors at its meeting held on May 25, 2026, have recommended to increase the existing authorized share capital of the Company from ₹ 200,00,00,000/- (Rupees Two Hundred Crore Only) divided into 100,00,00,000 (One Hundred Crore) equity shares of face value of ₹ 2/- each (Two Only) to ₹ 225,00,00,000 /- (Rupees Two Hundred Twenty-Five Crores only) divided into 112,50,00,000 (One Hundred Twelve Crore Fifty Lakh) equity shares of ₹ 2/- each (Two Only) by the creation of additional

12,50,00,000 (Twelve Crore Fifty Lakh) share ranking pari passu in all respect with the existing Equity shares of the Company. The increase in the authorized Share Capital as aforesaid would require consequential alteration to the existing Clause V of the Memorandum of Association of the Company.

The increase in the authorized Share Capital and consequential alteration to Clause V of the Memorandum of Association of the Company requires members' approval in terms of Sections 13 and 61 of the Companies Act, 2013.

The Board recommends the Ordinary Resolution at Item No.6 of the accompanying Notice for approval by the members.

None of the Directors or Key Managerial Personnel of the Company and their relatives are, in any way, concerned or interested, financially or otherwise, in the Resolution set out at Item No. 6 of the accompanying Notice.

Item No. 7

The Members of the Company via postal ballot dated February 05, 2026 had approved the appointment of Mr. Adarsh Hegde ("Mr. Hegde") as Managing Director of the Company for a period of five (5) years with effect from December 16, 2025 on the terms and conditions including remuneration payable to him. The Basic Salary scale approved by the Members was in the range of ₹ 2.40 crore to ₹ 3.60 crore per annum with a power to the Board on the recommendation of Nomination and Remuneration Committee for Annual increments from time to time.

Mr. Hegde carries a vision of growth of the Company and has made invaluable contributions to the success and performance of the Company over the years. Looking to his total devotion and resultant progress made by the Company under his dynamic leadership skills and taking into consideration the industry benchmark, current and future revision in the Remuneration, if any, and based on the annual performance evaluation and recommendation by the Nomination & Remuneration Committee ("NRC") and the Board of Directors (the "Board"), decided to revise the overall maximum remuneration payable to him to ₹ 10.00 crore per annum, with effect from April 1, 2026 to December 15, 2030. The other terms and conditions of the appointment and Remuneration shall remain unchanged except as mentioned in this explanatory statement. Details of Remuneration paid to Mr. Hegde during FY2025-26 are given in the Corporate Governance Report. Further, Mr. Hegde shall be entitled to benefits and variable pay (including commission payable, if any) on net profit of the Company which will not exceed ₹ 10.00 crore per annum or 1% annual consolidated net profit of the Company for any financial year, whichever is less.

In the event of inadequacy of profits in any financial year or years calculated as per Section 198 and Schedule V of the Act, on the recommendation of NRC and the Board of Directors of the Company, Mr. Hegde, shall be entitled to a minimum remuneration as mentioned above comprising salary, perquisites, benefits and variable pay (including commission payable, if any) for a period of three years i.e., from April 01, 2026 to March 31, 2029, subject to such other approvals as may be necessary.

Provided that Mr. Hegde may draw remuneration from one or more companies subject to the ceiling provided in Section 197 read with Part II of Schedule V of the Act.

The Board recommends the Special Resolution set out at Item No. 7 of the Notice for the approval by the Members.

Save and except, Mr. Adarsh Hegde, Mr. Shashi Kiran Shetty, Mr. Vaishnavkiran Shetty and Ms. Arathi Shetty, none of the other Directors and Key Managerial Personnel of the Company and/or their relatives is/are concerned or interested, financially or otherwise, in the resolution set out in Item No. 7 of this Notice, except to the extent of their shareholding interest.

Further, information required as per Schedule V of the Companies Act, 2013 is given as **Annexure – B**.

Item No. 8

The Members of Allcargo Logistics Limited ("ACL") at their 28th Annual General Meeting ("AGM") held on September 29, 2021, had approved the re-appointment of Mr. Adarsh Hegde ("Mr. Hegde") as Joint Managing Director of ACL for a period of five (5) years with effect from July 01, 2021 till June 30, 2026, on terms and conditions including remuneration payable to him. The basic salary scale approved by the Members was ₹20,00,000 per month with a power to the Board to increase the same up to a maximum of ₹30,00,000 per month from time to time.

Further, the Members of ACL at their 29th AGM had approved an increase in Mr. Hegde's remuneration, considering his outstanding contribution in developing and expanding the business of ACL, with the basic salary revised to ₹7,50,00,000 per annum with a power to the Board to increase the same up to a maximum of ₹12,00,00,000 per annum from time to time. The said approval also contained a provision for the event of inadequacy of profits, which stated that if there is inadequacy of profits in any financial year, calculated as per Section 198 and Schedule V of the Companies Act, 2013 ("Act"), Mr. Hegde shall, on the recommendation of the Nomination and Remuneration Committee ("NRC") and the Board, be entitled to minimum remuneration comprising salary, perquisites, benefits and variable pay (including commission, if any) for a period of three years i.e., from April 01, 2022 to March 31, 2025, subject to such other approvals as may be necessary.

Pursuant to the Composite Scheme of Arrangement, the Company was demerged from ACL with an appointed date of October 1, 2023, and accordingly, the financial statements of the Company have been restated from the said date.

Mr. Adarsh Hegde was appointed as a Non-Executive Director of the Company with effect from May 16, 2025. Further, the Board of Directors, at its meeting held on December 16, 2025, re-designated Mr. Adarsh Hegde as Managing Director of the Company for a further period of 5 years with effect from December 16, 2025 to December 15, 2030. The Members of the Company subsequently approved his appointment as Managing Director for the said period by way of Postal Ballot on February 05, 2026, on terms and conditions with basic salary in the range of ₹2.40 Crore to ₹3.60 Crore per annum along with other applicable perquisites and commission, payable within the overall limit provided under Sections 197, 198 and 203 read with Schedule V and all other applicable provisions of the Act and the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, so long as it does not exceed ten percent of the net profits of the Company.

During the Financial Year 2025-26, Mr. Hegde was paid remuneration of ₹ 2.27 Crore by ACL for the period from April 01, 2025 to October 31, 2025, and ₹ 2.08 Crore by the Company for the period from November 01, 2025 to March 31, 2026, aggregating to ₹ 4.35 Crore for the financial year as against the approved remuneration of ₹ 3.60 Crore.

Owing to the restatement of the Company's financial statements pursuant to the demerger, the Company recorded inadequate profits during the Financial Year 2025-26. Accordingly, the approval of the Members is being sought for waiver of recovery of remuneration paid to Mr. Adarsh Hegde of ₹ 75 Lakhs

Further, pursuant to the in remuneration approved by the Members and consequent restatement of the Financial Statements of the Company and to ensure the remuneration paid for the said period is in accordance with the Act, as a matter of good corporate governance, the approval of the Members is being sought by way of a Special Resolution, for recovery of remuneration of ₹75 Lakh paid to Mr. Adarsh Hegde, Managing Director, for the Financial Year 2025-26.

The Company has not defaulted in repayment of dues to any banks, financial institutions, debenture holders or other secured creditors. Accordingly, prior approval of secured creditors is not required for obtaining Members' approval for the proposed waiver of recovery of remuneration.

The Board recommends the Special Resolution at Item No.8 of the accompanying Notice for approval by the members.

Save and except, Mr. Adarsh Hegde, Mr. Shashi Kiran Shetty, Mr. Vaishnavkiran Shetty and Ms. Arathi Shetty,none of the other Directors and Key Managerial Personnel of the Company and/or their relatives is/are concerned or interested, financially or otherwise, in the resolution set out in Item No. 8 of this Notice, except to the extent of their shareholding interest.

The information required pursuant to Schedule V of the Companies Act, 2013 is given as **Annexure – B**.

By Order of the Board of Directors
For Allcargo Global Limited

Sd/-
Swati Singh
Company Secretary & Compliance Office
Membership No.: A20388

Place: Mumbai
Date: May 30, 2026

Registered Office:

6th Floor, Allcargo House, CST Road, Kalina,

Vidyanagari, Mumbai, Maharashtra, India, 400098

Email Id: Agl.secretarial@allcargo.global

Website: www.allcargo.global

Phone No: 022-66798110

CIN: U52220MH2023PLC408966

ANNEXURE- A

DETAILS OF DIRECTORS SEEKING APPOINTMENT/RE-APPOINTMENT AT THE 3rd ANNUAL GENERAL MEETING PURSUANT TO REGULATION 36 (3) OF THE SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015 AND SECRETARIAL STANDARD- 2 ON GENERAL MEETINGS ARE AS UNDER FOR ITEM NO. 2:

I.	**Name & DIN of the Director**	**Arathi Shetty (DIN: 00088374)**	**Adarsh Hegde (DIN: 00035040)**
II.	**Date of Birth/ Age**	December 07, 1963 (62 Years)	December 07, 1963 (62 Years)
III.	**Qualification**	Bachelor's degree in Arts from Bhavan's College, University of Mumbai	Bachelor's degree in Mechanical engineering
IV.	**Brief resume including profile, experience and expertise in specific functional areas**	Arathi Shetty holds a Bachelor's degree in Arts from Bhavan's College, University of Mumbai. She has an experience of over 20 years in the business of logistics. She spearheads the sustainability initiatives of Allcargo under the Avashya Foundation. She is responsible for devising policies and identifying projects as per the 6 key focus areas of the division. She has been renowned for her contribution to social causes as well as supporting and giving to those in need.	Adarsh Hegde began his career in 1987 as an Assistant Maintenance Engineer with Eastern Ceramics Private Limited, Mumbai, and has since served the organization in various capacities. He holds a degree in Mechanical Engineering from Nitte Education Trust, Mangalore. He has experience in the field of logistics close to three decades. Mr. Hegde joined the Company on August 21, 2006 and has been instrumental in the success of the Company's growth story. Presently, he is designated as Managing Director of the Company. Mr. Hegde's business acumen and vision in logistics business, advanced and modern management proficiency quality drives him as an ideal business leader. He has played a key role in designing and implementing various systems and procedures, which resulted in exponential growth opportunities for the Company.
V.	**Shareholding in the Company as on March 31, 2026*** *Not holding any share as a Beneficial Owner	2,94,05,412 equity shares of face value of ₹ 2/- each constituting 2.99% of the total paid-up share capital of the Company.	2,87,15,463 equity shares of face value of ₹ 2/- each constituting 2.92% of the total paid-up share capital of the Company.
VI.	**Date of first appointment on the Board**	December 16, 2025	May 16, 2025

VII.	**Directorships held in other companies as on March 31, 2026 (excluding foreign companies)** **(including the Company and listed entities from which the person has resigned in the past three years)**	**Current Directorship:** AGL Warehousing Private Limited Allcargo Logistics Limited Avvashya Capital Private Limited Contech Logistics Solutions Private Limited Allcargo Inland Park Private Limited Allcargo Shipping Services Private Limited Avash Builders and Infrastructure Private Limited Jupiter Precious Gems and Jewellery Private Limited ("JPGJPT") N.R. Holdings Private Limited Prominent Estate Holdings Private Limited Sealand Crane Private Limited Talentos (India) Private Limited Gati Express and Supply chain Private Limited Allcargo Terminals Limited Malur Logistics and Industrial Parks Private Limited Transindia Freight Services Private Limited	**Current Directorship:** Transindia Logistics Park Private Limited Allcargo Corporate Services Private Limited Contech Logistics Solutions Private Limited Transindia Freight Services Private Limited Alltrans Logistics Private Limited Indport Maritime Agencies Private Limited Allcargo Logistics Limited Container Freight Station Association of India FRK II Industrial Park Private Limited Gati Express and Supply chain Private Limited Allcargo Supply Chain Private Limited CCI Worldwide Logistics Private Limited CCI Worldwide Logistics Private Limited
VIII.	**No. of Committees in which Director is member**	**Allcargo Global Limited** - Nomination & Remuneration Committee	**Allcargo Global Limited** - Stakeholders Relationship Committee - Process & Systems Committee
IX.	**No. of Committees in which Director is Chairman**	**Allcargo Global Limited** - Corporate Social Responsibility Sustainability Committee **Allcargo Logistics Limited** - Corporate Social Responsibility Sustainability Committee	**Allcargo Global Limited** - Risk Management & Finance Committee
X.	**Terms and Conditions of appointment / re-appointment**	Please refer to the Board's Report and Corporate Governance Report	The terms and conditions of appointment shall be as per Appointment Letter and in accordance with the provisions of Companies Act, 2013.
XI.	**Remuneration proposed to be paid**	Sitting fees and such amount of commission as may be decided by the Nomination and Remuneration Committee / Board.	Please refer to the Explanatory Statement for Item No. 7
XII.	**Remuneration last drawn**	NA	Please refer to the Explanatory Statement for Item No. 8
XIII.	**Number of Meetings of the Board attended during the financial year**	01	07
XIV.	**Relationship with other Directors, Manager and other Key Managerial Personnel of the Company inter-se**	Shashi Kiran Shetty – Spouse Adarsh Hegde - Brother Vaishnavkiran Shetty – Son	Arathi Shetty- Sister

ANNEXURE- B

THE STATEMENT CONTAINING ADDITIONAL INFORMATION AS REQUIRED IN SCHEDULE V OF THE COMPANIES ACT, 2013: ITEM NO. 7 & 8

General Information:

I.	**Nature of industry**	Allcargo Global Limited passionate about moving global commerce ahead. With a presence across 180+ countries (through ECU Global N.V., a wholly owned subsidiary), we are proud to connect businesses globally through seamless, end-to-end logistics solutions that define efficiency, reliability, and innovation. The company deliver world-class LCL, Neutral FCL, and Air Freight services, supported by multimodal logistics, DG handling, door-to-door delivery, customs brokerage, buyer's consolidation, and special cargo and reefer solutions — ensuring the right fit for every business.
II.	**Date or expected date of commencement of commercial production**	The company is not engaged in any manufacturing activities and is engaged in logistics activities.
III.	**In case of new companies, expected date of commencement of activities as per project approved by financial institutions appearing in the prospectus**	Not Applicable

IV. Financial Performance based on given indicators

a) Standalone Financial performance based on given indicators:

(Figures in Lakhs)

Financial Year Tax	Revenue from Operations	Profit/(loss) before Tax	Profit/(loss) after
2023-24	88,758	-52	-537
2024-25	2,54,350	6,693	4,945
2025-26	2,03,358	170	-618

b) Consolidated Financial performance based on given indicators:

(Figures in Lakhs)

Financial Year Tax	Revenue from Operations	Profit/(loss) before Tax	Profit/(loss) after
2023-24	5,64,153	1,400	8,73
2024-25	14,07,092	7,426	4,335
2025-26	12,75,785	-28,256	-29,041

* The financial information of the Company for the period ended August 20 2023 to March 31, 2024 and for the year ended March 31, 2026 have been restated to give effect to the Composite Scheme of Arrangement ("the Scheme").

V.	**Foreign investments or collaborations, if any**	Allcargo Global Limited has no foreign collaborators and hence there is no equity participation by foreign collaborators in the Company, except for shares held by Non-Resident Shareholders and Foreign Portfolio Investor/ Foreign Institutional Investors in the Company.

Information about the appointee:

VI.	**Background details**	**Name of Director**: **Adarsh Hegde** **Designation**: Managing Director **Qualification**: B.E. (Mechanical Engineering), Nitte Education Trust, Mangalore **Date of Appointment as MD**: December 16, 2025 **Expertise**: Seasoned logistics professional with over 3 decades of experience in CFS/ICD operations, international procurement and organisational strategy, having been instrumental in establishing and scaling multimodal logistics infrastructure across India.
VII.	**Past Remuneration**	During the Financial Year ended March 31, 2026, an aggregate remuneration of ₹4.35 Crore was paid to Mr. Adarsh Hegde (₹2.27 Crore by ACL and ₹2.08 Crore by the Company).
VIII.	**Recognition or award**	Mr. Adarsh Hegde has been recognised for his leadership and contribution to the logistics and maritime sector and has received several industry awards and recognitions, including the Dynamic Shipping & Logistics Personality of the Year - 2016 at the MALA Awards, Maritime Personality of the Year- 2018 at the 10th Maritime Gateway Awards, Exemplary Leadership Award -2021 at the 19th Asian Leadership Awards for Excellence in Logistics & Supply Chain.
IX.	**Job profile and his suitability**	Hegde is responsible for building and implanting business and digital strategy for the group. He is leading and driving the businesses across the Allcargo Group and Strategy across the World. Hegde also oversee the management team to achieve the financial goals & strategic objectives of the Organization. Further he drives transformation and organic & inorganic growth to create value for all stakeholders; and responsible for attracting the best global talent for driving business across the world.
X.	**Remuneration proposed**	As stated in the Explanatory Statement at Item No. 7 of this Notice.
XI.	**Comparative remuneration policy with respect to industry, size of the company, profile of the position and person**	Taking into consideration the size of the Company, the profile of Mr. Hegde, the responsibilities to be shouldered by him and the industry benchmarks, the remuneration proposed to be paid to the Managing Director is commensurate with the remuneration packages paid to similar senior level counterpart(s) in other companies.
XII.	**Pecuniary relationship directly or indirectly with the Company or relationship with the managerial personnel, if any**	Besides the remuneration proposed, Mr. Hegde does not have any pecuniary relationship with the Company. He belongs to the Promoter Group. Mr. Hegde, Managing Director holds 2,87,15,463 equity shares in the share capital of the Company.
Other Information:		
XIII.	**Reasons of loss or inadequacy of profits**	The Company is passing a Special Resolution pursuant to the provisions of Section 197 of the Companies Act, 2013 and as a matter of abundant precaution, as the profitability of the Company may be adversely impacted in future due to ongoing restructuring plan and business environment during the period for which remuneration is payable to Mr. Hegde i.e. till December 15, 2030.

XIV.	**Steps taken or proposed to be taken for improvement**	The Company has embarked on a series of strategic and operational measures that is expected to result in the improvement in the present position. The inherent strengths of the Company, especially its reputation as a premium service provider, powerful brands, deep Pan-India network and foreign outreach are also expected to enable the Company to position itself to achieve better economies of scale. The Company has also strategically planned to address the issue of productivity and increase profits and has put in place measures to reduce cost and improve the bottom-line.
XV.	**Expected increase in productivity and profits in measurable terms**	The Company has taken various initiatives to maintain its leadership, improve market share and financial performance. It has been aggressively pursuing and implementing its strategies to improve financial performance.

Disclosure:

1. Remuneration package of the managerial person: As described in the explanatory statement and Corporate Governance Report.
2. Disclosures in the Board of Directors' report under the heading 'Corporate Governance' included in Annual Report 2025-26: The requisite details of remuneration etc. of Directors are included in the Corporate Governance Report, forming part of the Annual Report of FY 2025-26 of the Company.